

**UNITED STATES MARINE CORPS**  
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL  
WEAPONS TRAINING BATTALION  
TRAINING COMMAND  
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QUANTICO, VIRGINIA 22134-5043

## **STUDENT OUTLINE**

### **FOREIGN HUMANITARIAN ASSISTANCE**

**0531-CAS-113**

**CIVIL AFFAIRS NON-COMMISSIONED OFFICER COURSE**

**M02AAPD**

**SEPTEMBER 2015**

## **LEARNING OBJECTIVES**

a. **TERMINAL LEARNING OBJECTIVE**. Given a mission and Commander's intent, support a Foreign Humanitarian Assistance (FHA) operation, to relieve or reduce the results of natural or manmade disasters or endemic conditions that might present a serious threat to life or that can result in great damage to or loss of property. (CACT-EXEC-2013)

### **b. ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, define FHA, in accordance with MCRP 3-33.1C ch 1. (CACT-EXEC-2013d)

(2) Without the aid of references, identify the types of FHA, in accordance with MCRP 3-33.1C, ch 1. (CACT-EXEC-2013a)

(3) Without the aid of references, identify the types of related operations, in accordance with MCRP 3-33.1C ch 2. (CACT-EXEC-2013b)

(4) Without the aid of references, identify categories of disasters, in accordance with JP 3-29, Ch 3. (CACT-EXEC-2013e)

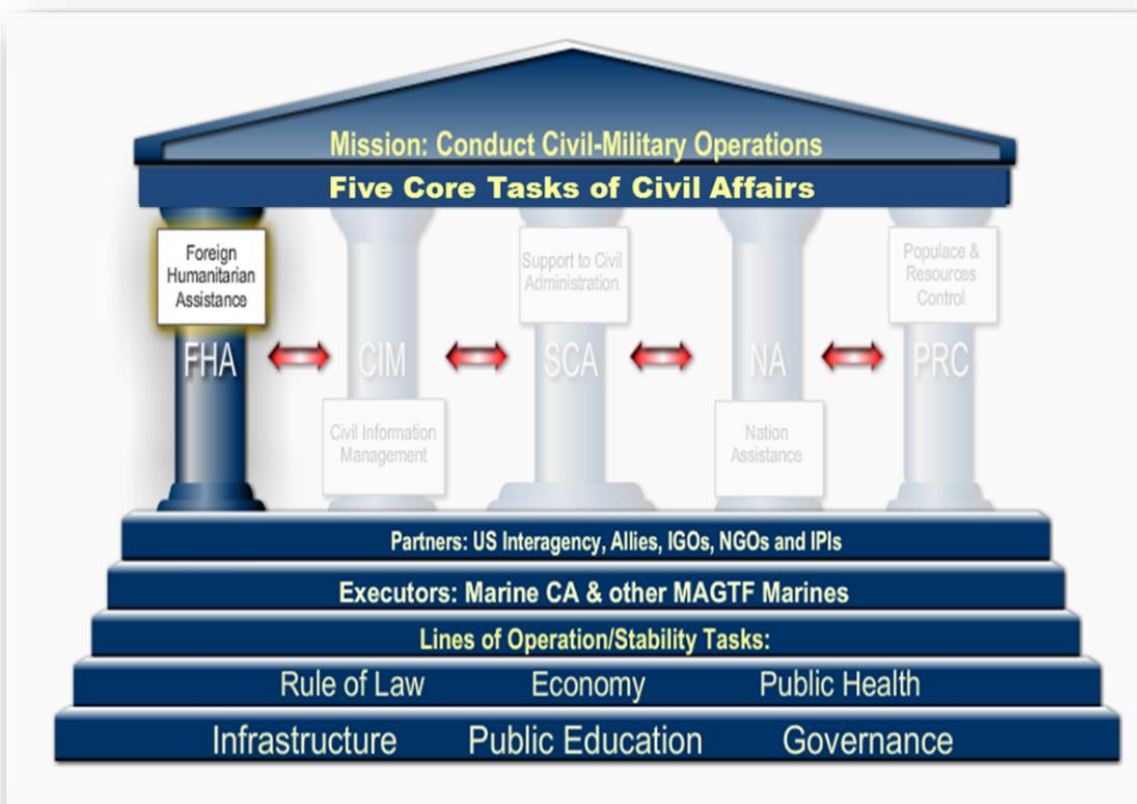
(5) Without the aid of references, identify the types of FHA operational environments, in accordance with JP 3-29, Ch 1. (CACT-EXEC-2013f)

(6) Without the aid of reference, identify legal sources of funding, in accordance with JP 3-29, appendix B. (CACT-EXEC-2013g)

(7) Without the aid of reference, identify elements of a successful transition/termination of FHA operations to other organizations, in accordance with MCRP 3-33.1C, Ch 5. (CACT-EXEC-2013h)

(8) Given a FHA scenario and role players, conduct assessments, in accordance with FOG manual and PE checklist. (CACT-EXEC-2013c)

1. **FOREIGN HUMANITARIAN ASSISTANCE.** Foreign Humanitarian Assistance (FHA) activities conducted by U.S. Armed Forces range from steady-state program activities supporting geographic combatant commanders (GCC) security cooperation and related programs to conducting limited contingency operations in support of another United States Government (USG) department or agency. FHA activities include foreign disaster relief (FDR) and other activities that directly address a humanitarian need. FHA operations can be supported by other activities conducted by U.S. military forces or they may be conducted concurrently with other types of related operations and activities such as dislocated civilian support, security operations, and foreign consequence management (FCM). FHA operations (including FDR operations) are normally conducted in support of the United States Agency for International Development (USAID) or the Department of State (DoS). FHA provided by U.S. forces is limited in scope and duration. The FHA provided by the DoD is designed to supplement or complement the efforts of the Host Nation (HN) that has primary responsibility for providing the assistance; and may support other USG departments or agencies. Although U.S. military forces are organized, trained, and equipped to conduct military operations that defend and protect



U.S. national interests, their inherent, unique capabilities may be used to conduct FHA activities.

a. **Definition.** Foreign Humanitarian Assistance is defined as Department of Defense activities conducted outside the United States and its territories to directly relieve or reduce human suffering, disease, hunger, or privation.

b. **Categories of Disasters.** Before responding to a request for FHA, MAGTF planners, working closely with CA Marines must understand the operational environment. Important elements of the operational environment to consider when executing a FHA mission include the type of disaster involved, underlying causes, the security environment and the system of international relief already at work in the affected nation. There are three categories of disasters, **slow onset, rapid onset, and complex onset.**

(1) Slow Onset. These emergencies are characterized by the gradual decay of order over relatively long periods of time. They might be caused by events such as crop failures due to drought, the spread of agricultural diseases, or a deteriorating social or political situation that leads to conflict.

(2) Rapid Onset. These emergencies are usually the result of sudden, natural events such as hurricanes, typhoons, floods, tsunamis, earthquakes, or volcanic eruptions. They may also be caused by accidental or human related catastrophes such as civil conflict, acts of terrorism, sabotage, or industrial accidents.

(3) Complex Onset

(a) The United Nations (UN) defines a complex emergency as a humanitarian crisis in a country, region, or society where there is a total or considerable breakdown of authority resulting from internal or external conflict and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country program already in place.

(b) United States Agency for International Development (USAID) defines a complex emergency as a natural or manmade disaster with economic, social, and political dimensions. It is a profound social crisis in which a large number of people die and suffer from war, disease, hunger, or displacement owing to manmade or natural disasters, while others

may benefit from it. Common characteristics of a complex emergency include the following:

(1) Number of civilian casualties and populations besieged or displaced.

(2) Serious political or conflict-related impediments to delivery of assistance.

(3) Inability of people to pursue normal social, political, or economic activities.

(4) High security risks for relief workers. This includes all parties concerned: Host nation (HN) workers, NGOs, IGOs and DoD assets committed to relief efforts.

(5) International and cross-border operations affected by political differences.

## **2. MAGTF SUPPORT TO FHA**

a. FHA support is planned and executed by MAGTFs at all levels (MEU, MEB, MEF). Regardless of peacetime or war, CA Marines will participate in FHA related activities throughout a range of military operations. Several key ways in which the MAGTF supports FHA include providing security, conducting assessments, transport of material and people, construction of dislocated civilian (DC) camps, providing food and medical care and the construction of basic sanitation facilities.

b. Recent Examples of USMC Support to FHA operations:

(1) Philippine Mudslides: 2006/ 31<sup>st</sup> MEU

(2) Bangladesh Typhoons: 2007/ 22d MEU

(3) Philippines: Tropical Storm Ketsana: 2009/ 31<sup>st</sup> MEU

(4) Haiti Earthquake: 2010 Operation UNIFIED RESPONSE/ 22d & 24<sup>th</sup> MEU

(5) Pakistan Flooding: 2010/ 15<sup>th</sup> and 26<sup>th</sup> MEU

(6) Japanese Earthquake/Tsunami/Nuclear Reactor Disaster: "Operation Tomodachi": 2011: III MEF

(7) Typhoon Yolanda: "Operation Damayan" 2013/ III MEF

3. **FHA OPERATIONAL ENVIRONMENTS.** When abroad, CA Marines must recognize three broad categories of operational environments in which FHA will take place.

a. **Permissive.** Host country military and law enforcement agencies have control and the intent and capability to assist FHA operations. A permissive environment is usually associated with pure relief efforts following a natural disaster. Little or no resistance to military forces is expected.

b. **Uncertain.** Host government forces, whether opposed or receptive to operations, do not have totally effective control of the territory and population within the intended area of operations. Some resistance to military forces should be expected.

c. **Hostile.** Hostile forces have control, intent and capability to effectively oppose or react to operations. Strong resistance to military forces is to be expected; forces conducting FHA must be prepared to engage a full range of force protection contingencies.

4. **FHA ROLES AND RESPONSIBILITIES.** FHA programs are normally the responsibility of the Host Nation's (HN) civil authorities. In many instances, countries that were already on the verge of collapse (fragile states) suffer massive damage through either man-made or natural events. This added burden may result in the host nation's inability to deal effectively with the crisis. As a CA Marine, you must be able to work with intergovernmental organizations (IGOs), non-governmental organizations (NGOs), and members of other U.S. Government agencies (the interagency).

a. **The Oslo Guidelines.** The aim of the *Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief - Oslo Guidelines* - is to establish the basic framework for formalizing and improving the effectiveness and efficiency of the use of foreign military and civil defense assets in international disaster relief operations.

The *Oslo Guidelines* provide that foreign military assets should be requested only where there is no comparable civilian alternative and only when the use of military assets can meet a critical humanitarian need. The military asset, therefore, must be unique in capability and availability. Military assets will serve to cover shortcomings that the relief community cannot meet in the wake of a disaster. Once the relief community is able to assume their normal role, DoD forces can implement a

transition strategy (already pre-planned), that clearly defines how the DoD FHA activities will be phased out and eventually handed over to civilian personnel, i.e. HN, NGOs, IGOs. Military assets should always be limited in time and scale (scope) during Foreign Disaster Relief (FDR) missions.

b. **Categories of Assistance.** For the purpose of the *Oslo Guidelines*, humanitarian assistance (HA) can be divided into three categories based on the degree of contact with the affected population. These categories are important because they help define which types of humanitarian activities might be appropriate to support with international military resources. The three categories are:

(1) **Direct Assistance.** The face to face distribution of goods and services.

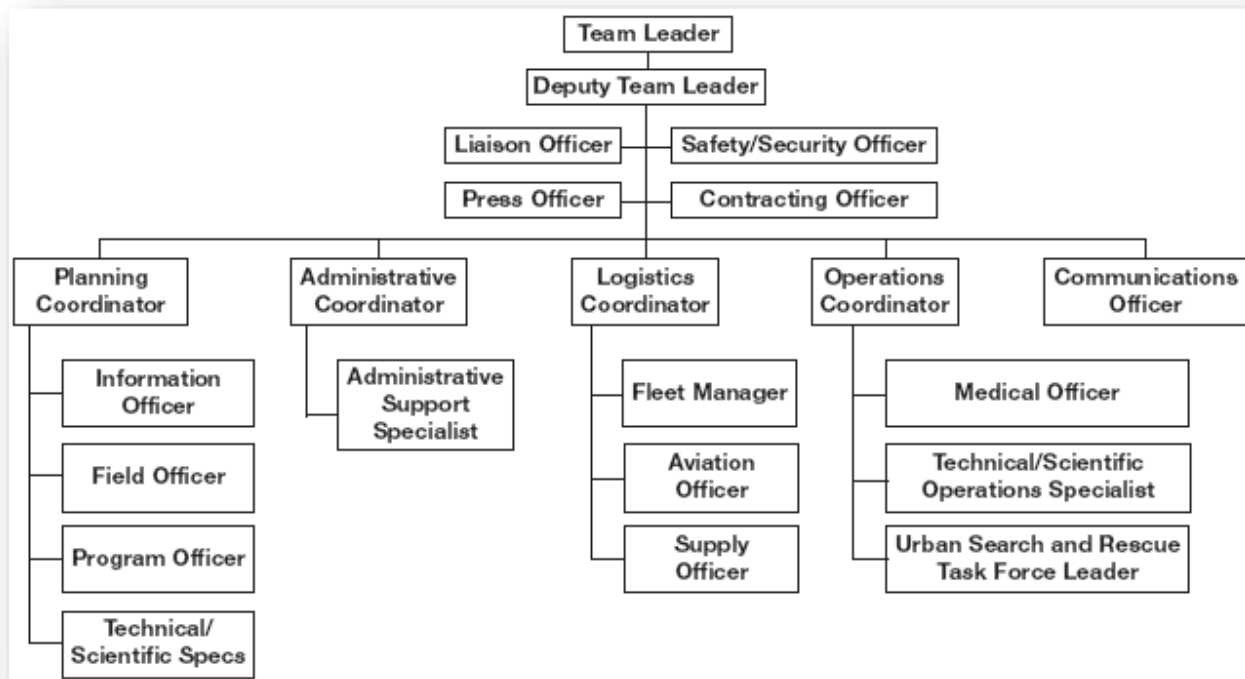
(2) **Indirect Assistance.** This involves such activities as transporting relief goods or relief personnel and other activities that are at least one step removed from the population.

(3) **Infrastructure Support.** This involves providing general services, such as road repair, airspace management, and power generation that facilitate relief, but are not necessarily visible to or solely for the benefit of the affected population. Where practicable, the military role should focus on providing indirect assistance and infrastructure support while minimizing direct assistance.

(a) **Inter-Agency Roles and Coordination in FDR.** The USG response to man-made or natural disasters will be coordinated through USAID's Office of Foreign Disaster Assistance (OFDA). OFDA's mandate is to "Save lives, alleviate suffering, and reduce the economic impact of disasters." If a foreign disaster is large enough in scope for a MAGTF to be committed (most often a MEU due to their forward presence), it is probable that OFDA will have teams on the ground in the affected area.

These teams, known as Disaster Assistance Response Teams (DARTs), can provide the MAGTF with the first real intelligence as to what is taking place in the disaster's wake. OFDA has stocks of goods staged at three locations throughout the world (Miami, Pisa Italy, and Dubai). The DART answers to the U.S. Ambassador and will assist the Embassy in prioritizing needs, recommending response actions, and serving as the liaison

between the affected country, other organizations (IGOs/NGOs), and the DoD. When present in an affected country, the ambassador or Chief of Mission and the Department of State (DoS) are in charge of the overall USG response (to include DoD). USAID (through OFDA) serve as the "Lead Federal Agency" or LFA during a FDR response. The employment of multiple USG assets, to include DoD, is known as the whole of government approach. The diagram below depicts an example of a robust DART T/O. The actual composition of the DART will vary from crisis to crisis.



(b) Roles of Other Organizations in FDR. During FDR operations, the MAGTF will find itself increasingly operating with, or through, other organizations such as IGOs and NGOs. Most likely, Marines will encounter members of the United Nations Office for Coordination of Humanitarian Affairs (UNOCHA) or the UN High Commissioner for Refugees (UNHCR). The United Nations will have the overall international lead for Foreign Disaster Response (FDR) operations. Much like a DART from USAID, the UN will also have teams on the ground known as UN Disaster Assessment and Coordination (UNDAC) teams.

OCHA will establish a UN Joint Coordination Center (UNJCC) and/or a UN Joint Logistics Center (UNJLC) to aid and assist the multitude of IGOs/NGOs and the militaries of those nations that offer to participate in the response. Since much of what the



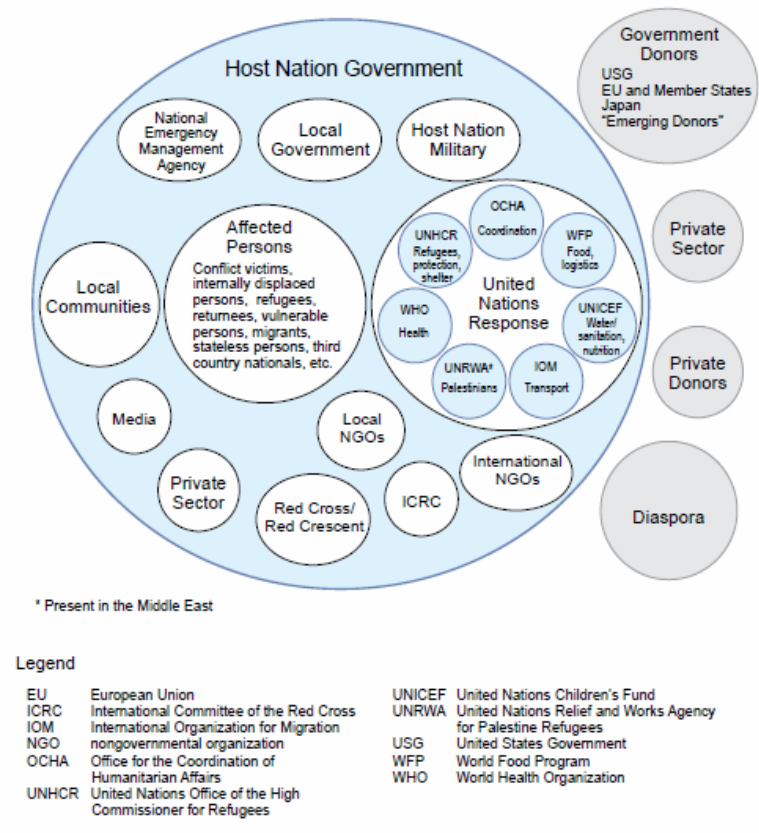
MAGTF has to offer during FDR operations involves logistical support, it is imperative that CMO Planners seek out the logistics planners affiliated with the UN agencies involved.

## 5. UNIFIED ACTION

a. Unified action is the synchronization, coordination, and/or integration of the activities of governmental, nongovernmental, and international entities with military operations to achieve unity of effort. Unity of effort is the coordination and cooperation towards common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. Unity of effort in an operation ensures all means are directed to a common purpose. During FHA operations unity of command may not be possible, but the requirements for unity of effort becomes paramount.

b. Because DoD will normally be in a supporting role during FHA contingency operations the Joint Force Commander (JFC) may not be responsible for determining the mission or specifying the participating agencies. Obstacles to unified action include differing objectives and modes of operation, competing missions, inadequate structure and procedures, incompatible communications, overly restrictive security classifications, cultural differences, and bureaucratic and personnel limitations. DoD forces will work with actors outside the USG to include the HN, IGOs, NGOs and the private sector. The tenets of multinational unity of effort (i.e., respect, rapport,

Examples of Humanitarian Assistance Stakeholders



knowledge of partners, patience, and coordination) applied during a FHA mission cannot guarantee success; however, ignoring them may lead to mission failure.

## 6. **TYPES of FHA PROGRAMS**

a. **Disaster Relief Missions.** Disaster relief missions are provided for under Department of Defense Directive (DODD) 5100.46 *Foreign Disaster Relief*. These missions include prompt aid that can be used to alleviate the suffering of disaster victims. Distribution of relief supplies has traditionally been the domain of NGOs and IGOs because of their charters, expertise, and experience. However, if the relief community is overwhelmed, or if the security situation precludes it, U.S. military forces may be tasked to distribute these supplies. Potential relief roles for the U.S. forces include immediate response to prevent loss of life and destruction of property, construction of basic sanitation facilities and shelters, and provision of food and medical care. The DoD normally supports the efforts of the HN, USAID, NGOs and IGOs during FDR operations.

b. **Technical Assistance and Support Functions.** Technical assistance and support functions are short-term tasks that generally include communication restoration, relief supply management, and provision of emergency medical care, humanitarian demining, and high-priority relief supply delivery. Based upon the GCCs guidance, the FHA force commander should establish policy regarding technical advice and assistance to the affected country, United Nations (UN), NGOs, and IGOs as soon as possible.

c. **Foreign Consequence Management Operations.** Foreign Consequence Management (FCM) is defined as the assistance provided by the United States Government to a host nation to mitigate the effects of a deliberate or inadvertent chemical, biological, radiological, nuclear, or high-yield explosives attack or event and restore essential government services. Primary responsibility for FCM rests with the HN, unless otherwise stipulated under relevant international agreements or arrangements. Civil Affairs roles in FCM include:

(1) Assisting with the restoration of essential HN government services.

(2) Assisting with the protection of HN public health and safety.

(3) Assisting with the provision of emergency relief to HN government, businesses, and individuals.

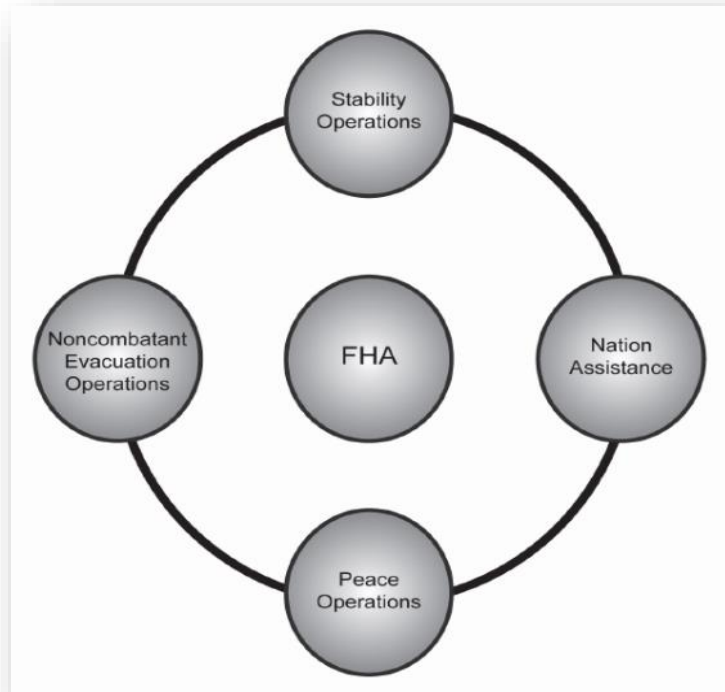
(4) Identifying and assessing the threat posed by hazardous material.

(5) Provide consultation to HN decision makers.

#### 7. **Related Operations.**

Although FHA operations may be executed simultaneously with other types of operations (Stability operations, Nation Assistance, Peace operations, and Non-Combatant Evacuation operations) each type has unique characteristics.

Military commanders must be cautious not to commit their forces to projects and tasks that go beyond the FHA mission. Military commanders conducting FHA simultaneously with these other types of operations must develop end state, transition, and termination objectives, as well as measures of effectiveness (MOEs) complementary to simultaneous military operations. With the exception of Peace Operations, all other related operations will have their own, separate, period of instruction.



a. **Humanitarian and Civic Assistance (HCA).** Build or repair basic roads, schools, public buildings, well drilling and basic sanitation upgrades. The programs are provided in conjunction with military operations AND must provide a training benefit to U.S. forces. Assistance cannot be provided to military or paramilitary organizations. The intent of HCA is to enhance the image of the HN military and provide training to U.S. Forces.

(1) HCA can be used for basic medical, dental, surgical, and veterinary care (MEDCAP, DENTCAP, VETCAP)

(2) Authority: 10 USC §§ 401

(3) Funding: HCA activities are funded by Service Operations & Maintenance (O&M) funds.

## 8. **FHA PLANNING CONSIDERATIONS**

a. **Supporting the MAGTF Commander.** In order to fully support the MAGTF Commander, CA Marines must be prepared to conduct a number of tasks that will allow the commander and his staff the ability to plan and conduct reactive or proactive FHA operations. These tasks will include:

(1) Assessments that determine the scope of the problem.

(2) Data collection (via civil reconnaissance).

(3) Close liaison with the interagency, NGOs, IGOs and host nation civil authorities. This provides the commander with knowledge of organizations on the scene, what capabilities they provide, and recommendations to achieve a unity of effort.

(4) Determine appropriate sources of funding.

b. **Assessments.** One of the primary tasks a CA Marine will undertake during FHA operations is to provide assessments to the commander. Through the use of checklists or templates the CA Marine can provide input on several key areas of concern to the commander and his planning staff. When conducting your assessments, coordinate with additional resources already present (i.e. USAID, NGOs, IGOs and other interagency partners to determine the full scope of the problem). Assessments provide the commander with a snapshot that allows for the creation of measures of effectiveness (MOE) and measures of performance (MOP). As a CA Marine, it is vital to understand that not all concerned parties agree on terms or definitions. For our purposes, we will be utilizing OFDA's *Field Operations Guide, Version 4.0 (2005)*. The FOG standards align closely with those utilized by the United Nations and The Sphere Project. As a result, you will gain an understanding of common terms and standards utilized across the vast majority of the relief community to include most NGOs.

c. **Assessment Recommendations:**

(1) Recommendations made by assessment teams should not have a detrimental effect on the long-term recovery efforts of an affected country.

(2) Recovery (after a disaster) depends on restoring the affected population's own capacity to meet their basic needs.

(3) Assessments are only a "snapshot in time", without a point of reference, most assessment data is of little value.

(4) Distinguish between emergency and chronic needs. Emergency needs are those resulting from the event (i.e. the disaster) whereas chronic needs are those that existed *prior to the onset of the disaster*.

(5) Learn about pre-disaster norms in the AO.

(6) Learn the capabilities and capacities of interagency partners, the HN, and IGOs/NGOs.

(7) "Plug in" to existing disaster relief mechanisms. Remember, many or all of the supported organizations are likely to have been on the ground before a disaster/crisis had occurred.

d. **Needs, Logistical, and Infrastructure Considerations.**

The *Field Operations Guide* (FOG) supplied by USAID/OFDA provides the CA Marine with an excellent guide as to what needs, logistical, and infrastructure criteria a CA Marine must consider during a FDR mission. The FOG mentions the following broad categories of information to gather for specific sectors:

(1) Victims/Displaced Population Profile

(a) General Characteristics

(b) Capacities

(c) Displaced Populations

(d) Physical Assets

(2) Food

- (a) Baseline Data
- (b) Effect of the event on food
- (c) Food availability
- (d) Distribution systems
- (e) Social and market impact of food aid

(3) Nutrition

- (a) Nutritional status
- (b) Public health related risk of malnutrition
- (c) Care-related risk of malnutrition
- (d) Food access-related to malnutrition
- (e) Nutrition interventions

(4) Health

- (a) Health and demographic information
- (b) HIV/AIDS
- (c) Health system capabilities
- (d) Local health programs
- (e) Health information/Surveillance systems
- (f) Cultural and social health factors
- (g) Environmental health factors

(5) Water

- (a) Displaced population situation
- (b) Water system disruption

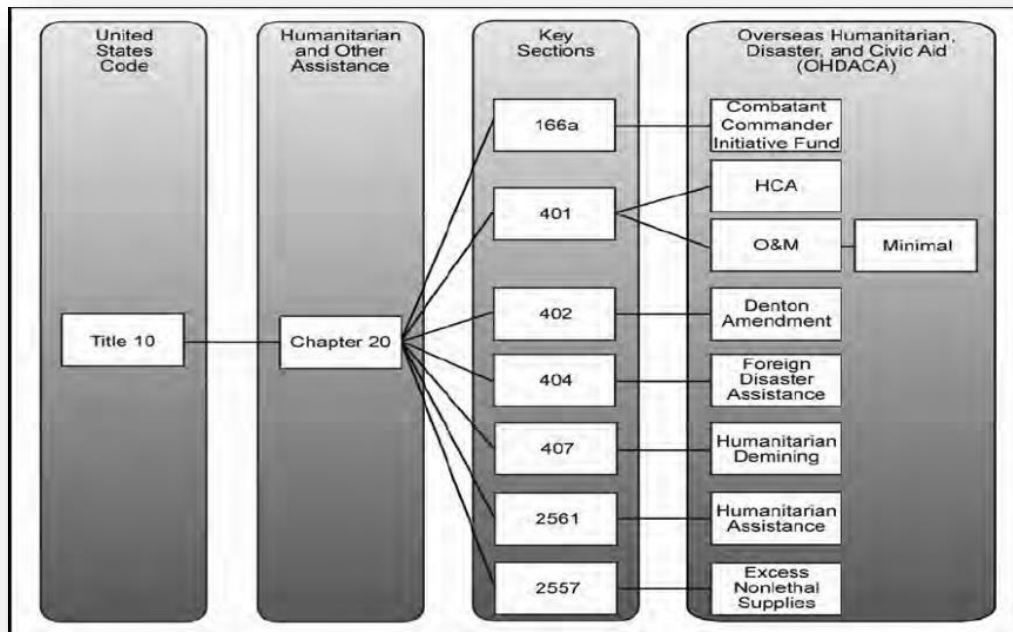
- (6) Sanitation
  - (a) Displaced population situation
  - (b) Non-displaced population situation
- (7) Shelter and settlements
  - (a) Establishing context
  - (b) Identifying impacts, resources, and opportunities
- (8) Agriculture and livestock
  - (a) Baseline data
  - (b) Effect of the event on agriculture
  - (c) Effect of the event on livestock
  - (d) Agricultural production capabilities
  - (e) Other
- (9) Search and rescue
- (10) Logistics
  - (a) Airports
  - (b) Civil Aviation
  - (c) Alternative aircraft
  - (d) Seaports
  - (e) Transfer points
  - (f) Trucking
  - (g) Railroads
  - (h) Warehousing
- (11) Infrastructure

- (a) Communications
- (b) Electric power
- (c) Community water supply and wastewater treatment/disposal
- (d) Hydraulic structures (Dams, levees, irrigation canals, hydropower facilities)
- (e) Roads and bridges

This list is by no means all inclusive. Each event will introduce unique circumstances that will challenge the relief community (to include DoD personnel) in the conduct of assessments.

9. **LEGAL SOURCES OF FUNDING.** Every FHA operation is unique. Because FHA can be conducted as either a part of a larger operation or as the sole mission, CA Marines must be familiar with how to utilize or apply these resources to support the commanders CMO objectives.

Funding for FHA may originate from within the DoD, DoS, or other governmental organizations (OGAs) as appropriated by Congress





Sections of Title 10, United States Code (USC) provide the authority for commanders to conduct humanitarian operations. However, foreign aid and Security Assistance programs are the primary responsibility of the DoS (Title 22, USC). The President may direct DoD, through the Secretary of Defense, to respond to man-made or natural disasters with concurrence of the Department of State.

a. **Key Provisions of Title 10 USC.** (Regarding FHA Authorities and Funding)

(1) Section 166a, Title 10, United States Code (10 USC 166a) *Combatant Commands: Funding through the Joint Chiefs of Staff*, is the Combatant Commander's Initiative Fund: The Chairman of the Joint Chiefs of Staff (CJCS) may provide funds to the commander of a combatant command, upon request of the commander, or with respect to a geographic area or areas not within the AOR of a combatant command. This section provides combatant commanders a great deal of legal flexibility to conduct activities that include:

- (a) Contingencies
- (b) Joint exercises
- (c) HCA to include urgent and unanticipated humanitarian relief and reconstruction assistance
- (d) Joint warfighting capabilities
- (e) Selected operations

(2) Section 401, Title 10 (10 USC 401). Known as the Stevens Amendment, this section establishes guidelines for worldwide Humanitarian and Civic Assistance activities (HCA). This section provides specific authority to use operations and maintenance funds (O&M) to conduct HCA during overseas exercises directed or coordinated through the Joint Chiefs of Staff. HCA programs are administered by the Geographic Combatant Commanders. The goal of the program is to promote regional security objectives by providing basic HCA. Deploying units usually use generic Operations & Maintenance Funds which pay for day-to-day expenses related to training, exercises, and other missions. Funds appropriated for O&M may be obligated for HCA only for incidental costs of carrying out such assistance. This is also known as "Minimal HCA".

(3) Section 402, Title 10 (10 USC 402). Known as The Denton Amendment, this section is the only legal means for U.S. military aircraft and ocean going vessels to transport private cargo (usually from NGOs) at no cost to the provider of the humanitarian supplies. It authorizes DoD to provide transportation throughout the world, as space is available.

(4) Section 407, Title 10 (10 USC 407). Section 407 Provides funding for Humanitarian Mine Action. Mine risk education, demining training, victim assistance, and assistance to host nation (HN) mine action center development are tenets of this authorization. In addition to work within the HN, the Defense Security Cooperation Agency (DSCA) funds the Humanitarian Demining Training Center in Ft. Leonard Wood, MO.

(5) Section 2557, Title 10 (10 USC 2557). Makes available excess *non-lethal* DoD property to foreign recipients. The property must be transferred to the Department of State (DoS) for distribution within the country in need. Items such as heavy equipment, ambulances, fire trucks, school furniture, medical equipment, tools, generators and engineering supplies are examples of non-lethal property.

(6) Section 2561, Title 10 (10 USC 2561). Section 2561 authorizes use of funds for transportation of humanitarian relief and for other humanitarian purposes worldwide. The statute does not define "other" humanitarian purposes worldwide. This allows the DoD to carry out broader, more extensive HA projects.

(7) Overseas Humanitarian Disaster and Civic Aid (OHDACA) Funds. In an attempt to bring order to the scattered sources of funding for military humanitarian programs, Congress established OHDACA to appropriate funds into one account. OHDACA funds are used for all DoD FHA and mine awareness activities that fall under sections 2561 and 401. While the law specifically lists HCA and disaster relief (section 401) activities as appropriate uses for the fund, OHDACA funds are mostly used to pay for Section 2561 activities. OHDACA funds are managed by the Defense Security Cooperation Agency (DSCA).

## 10. TRANSITION

a. CMO tasks can be transitioned to follow-on agencies such as CA units, other military units, HN assets, UN organizations, IGOs, NGOs, and other civilian agencies. This step is the CA forces' direct contribution to a sustainable solution. The

elements of a successful transition must be DURABLE and SUSTAINABLE. For each task and/or project a transition of authority or relief-in-place should take place with the follow-on forces or organizations to promote a successful transition.

b. Termination of FHA operations must be considered at the outset of planning and should be coordinated with the HN, UN, other IGOs, NGOs, and the interagency. Bear in mind that the end-state envisioned by the military commander may differ from the end-state envisioned by the other participants. Because FHA is largely a civilian endeavor, with the military in a supporting role, the termination of U.S. or multi-national military FHA operations will not necessarily coincide with the termination of international relief efforts. Normally, military forces operate in the initial stages of disaster relief to fill immediate gaps in assistance; military objectives will be to enable civilian control of disaster relief efforts (HN, international, interagency).

c. The transition of humanitarian efforts to HN authorities will not occur by default. Planning of FHA must involve extensive international and interagency coordination from the very beginning in order to ensure a successful transition. The goal is to transition ownership thus allowing for the timely redeployment of the joint force (of which you will play a vital role). Measures of effectiveness (MOEs), definition of end-state, transition, and termination planning should all reflect this goal. Finally, the proper use of CIM, i.e. tracking Key Leader Engagement (KLE), accounting of funds, updating of project status, and lists of trustworthy contractors will prove invaluable in completing a transition. Through CIM, you will provide the follow on organization with the context and reference materials they will need to continue working towards the agreed upon end-state.

#### **REFERENCES:**

JP 3-29 Foreign Humanitarian Assistance  
MCRP 3-33.1 MAGTF CMO

*Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief. The Oslo Guidelines: November 2007*

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